

MESO ORGANIZATIONAL BEHAVIOR

Chapter 4

TYPES OF GROUPS

- classify these is by
 - formal
 - Managers establish formal groups to help the organization achieve its goals.
 - The goals of a formal group are determined by the needs of the organization.
 - informal.
 - emerge naturally in organizations because organizational members perceive that membership in a group will help them achieve their goals or meet their needs.

Types of formal groups

- A command group
 - is a collection of subordinates who report to the same supervisor.
 - are based on the basic reporting relationships in organizations and are frequently represented on organizational charts as departments such as
 - marketing,
 - sales, or
 - accounting.

Types of formal groups

- A task force is
 - a collection of people who come together to accomplish a specific goal.
 - Once the goal has been accomplished, the task force is usually disbanded.
 - If a goal is long-term concern to an organization, they are never disbanded, but their membership periodically changes.

Types of formal groups

- self-managed team
 - A team with no manager or team member assigned to lead
 - Members are responsible for ensuring that the team accomplishes its goals

Types of formal groups

- A team
 - is a formal group in which there is a high level of interaction among group members who work intensely together to achieve a common group goal.
 - When teams are effective, they draw on the abilities and experience of their members to accomplish things that could not be achieved by individuals working separately or by other kinds of the groups.

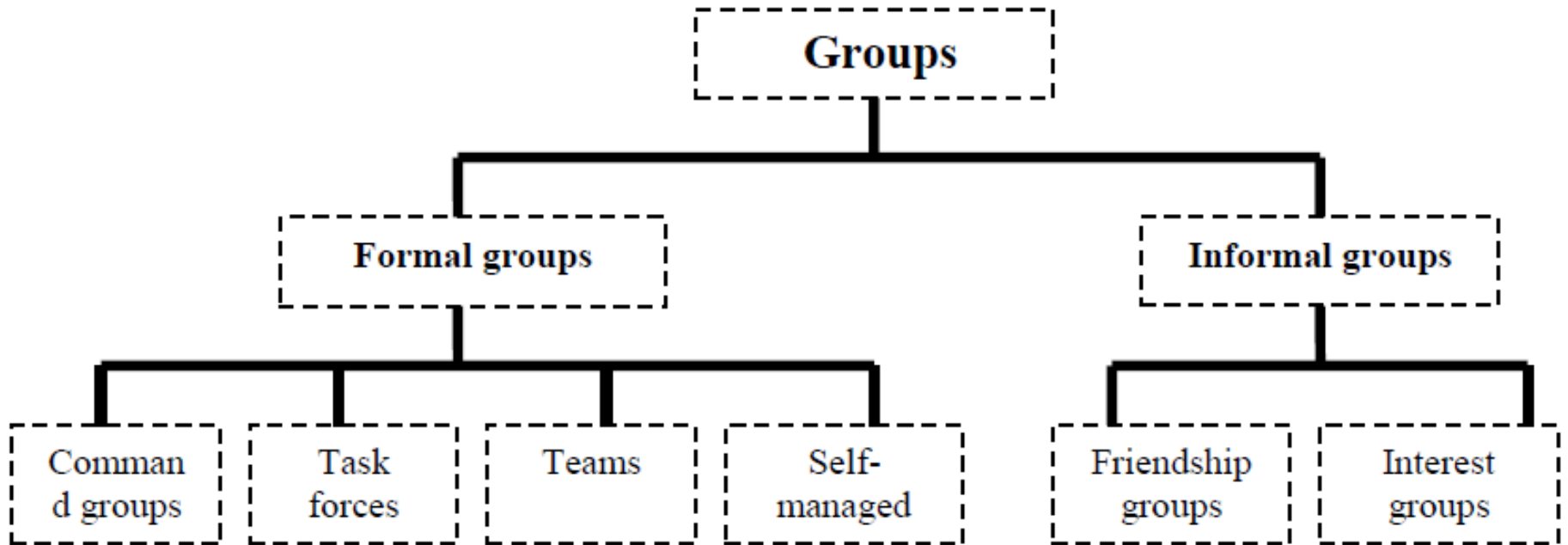
Types of informal groups

- friendships group
 - is a collection of organizational members who enjoy each other's company and socialize with each other
 - such as a group of factory workers who go bowling
 - help meet worker's needs for social interaction
 - can also contribute to workers' experiencing positive moods at work and being satisfied with their jobs

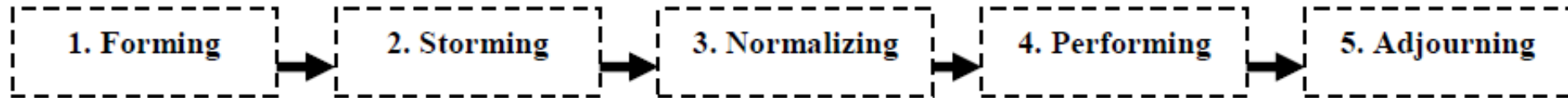
Types of informal groups

- interest groups
 - they have a common goal or objective that they are trying to achieve by uniting their efforts.
 - such as company-sponsored day care or elder care,
 - trying to improve conditions in the local community.
 - help members of an organization voice their concerns and
 - Can provide an important impetus for needed organizational changes.

Types of groups



GROUP DEVELOPMENT



Group members try to get to know each other and establish a common understanding.

Group is in conflict, members resist being controlled by the group, and disagreements arise concerning leadership in the group.

Group members develop close ties, feelings of friendship and camaraderie abound, and group members share a common purpose.

Group members work toward achieving their goals.

The group disbands once its goals have been achieved.

CHARACTERISTICS OF GROUPS

- Group size
- Group composition
- Group function
- Group status

Group size

Potential advantages of smaller groups	Potential advantages of larger groups
Interactions among group members are more frequent.	Group has many resources at its disposal to accomplish its goals, including members' skills, abilities, knowledge, and experience. Group can have a greater division of labor, so group members focus on particular tasks, they generally become skilled at performing.
Information is more easily shared among group members.	
Group members recognize their contributions to the group.	
Group members are motivated and committed to the group's goals.	
Group members are satisfied.	

Group composition

- is the degree of similarity among group members

Potential advantages of homogeneous groups	Potential advantages of heterogeneous groups
Group members like and get along well with each other. Group members share information, have low levels of conflict, and have few coordination problems.	Group makes good decisions because diverse points of view are represented. Group performs at a high level because the group has a variety of resources at its disposal.

Group function

- is the work that a group performs as its contribution to the accomplishment of organizational goals.
- A manufacturing department, for example, is a command that has the responsibility for producing the goods (automobiles, televisions) that an organization sells.
- The manufacturing department's function is to produce these goods in a cost-effective manner and maintain appropriate levels of quality.

Group status

- is the implicitly agreed-upon, perceived importance for the organization as a whole of what a group does.
- Members of groups with high status are likely to be motivated to perform at a high level because they see their work as especially important for the success of the organization as a whole.

References

- “ORGANIZATIONAL BEHAVIOR”(collected and edited by prof. dr. Štefan Ivanko) UNIVERSITY OF LJUBLJANA FACULTY OF PUBLIC ADMINISTRATION